

# LID Business Case Analysis

## Stakeholder Focus Group Summary



### LID Stakeholder Focus Group at a Glance

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In 2016, Redmond's Mayor and City Council directed City staff to further analyze the use of Low Impact Development to meet the Washington Department of Ecology's Minimum Requirement #5 (on-site stormwater management) in Downtown and Overlake. To carry out this analysis and identify potential policy recommendations, the City conducted a triple bottom line Business Case Analysis in spring and summer 2017 with support from FCS Consulting and EnviroIssues.

The business cases offered the City a means to identify and evaluate possible policy options that would meet the following three goals:

- Protect human health and safety by managing system capacity and well water supply.
- Help meet development goals for Overlake and Downtown through cost effective, predictable and permit compliant regulations.
- Maintain or increase environmental protection through stormwater management.

To help ensure that the Business Case Analysis thoroughly reviewed relevant issues, the City convened a focus group composed of diverse stakeholders. This group acted as an advisory group to inform investigative methodologies, review analysis results, and provide feedback on the preliminary policy recommendations. This group included: three representatives from the business community and developers, a City resident, two representatives from environmental non-profit organizations, and a stormwater regulatory policy specialist who works for a private consulting firm. A detailed description of the Business Case Analysis and the focus group's role in the process can be found in the *Stakeholder Focus Group Charter and Ground Rules (Appendix I)*.

### Focus Group Feedback during Business Case Development

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Focus group members met four times between March 2017 and August 2017. The meetings coincided with significant milestones in the development of the business case analysis:

1. A focus group "kick-off meeting"
2. A meeting to discuss research methodologies
3. A meeting to review technical research finding
4. Meeting to review overarching business case results, and the draft staff policy recommendations

Conducting meetings at these critical junctures provided members with the opportunity to inform and influence of the development of the business case investigations, review and react to research findings, and inform anticipated next steps in the Business Case Analysis process.

Meeting Date	Meeting Topics	Meeting Product	Meeting Outcomes
3/27/2017	Business Case Analysis goals, constraints, research methods, and proposed study questions	Summary table highlighting focus group feedback and City responses related to meeting topics	Stakeholders generally agreed with the stakeholder process structure and goals. An additional meeting was added to the process at stakeholders' requests in order to discuss research methodologies.
4/26/2017	Proposed Business Case Analysis criteria and infiltration scenarios	Updated summary table highlighting focus group feedback and City responses related to meeting topics; revised Business Case Analysis study questions, and revised Business Case Analysis scenarios	Stakeholders received greater clarity on how the City would investigate specific questions, and helped refined the project's study questions. Based on stakeholder feedback addition criteria was added to the business case technical investigations.
6/14/2017	Technical analysis methods and findings	Updated summary table highlighting focus group feedback, questions, and City responses relating to the technical analysis and its research findings	Staff summarized the technical analysis findings, responded questions, and addressed stakeholders' critiques and suggestions. Staff detailed how technical results would be used within in overarching Business Case Analysis.
8/17/2017	Business Case Analysis results and staff policy recommendations	Summary of focus group feedback on Business Case Analysis results and staff policy recommendations	Staff received stakeholder input used to finalize the reporting of business case results; staff also received feedback on the preliminary policy recommendation

Questions and comments that focus group members offered at the first three meetings have been compiled into *Focus Group Feedback and City Responses (Appendix II)*. These documents were updated following each meeting to provide a record of how focus group discussions on the Business Case Analysis evolved.

After each focus group meeting, members had the opportunity to confirm the accuracy of captured feedback, and City staff then provided responses to each item. City responses for some questions had multiple iterations, and a topic was closed once the focus group felt that it had been adequately addressed.

## Focus Group's Feedback on Business Case Results and Policy Recommendations

The final focus group meeting on 8/17/2017 provided members with the opportunity to review and comment on the Business Case Analysis results, the preliminary LID policy recommendations, and the focus group process overall. Focus group members agreed with the preliminary policy recommendation

as whole, and believed that it aligned with the project goals. Representatives from the environmental non-profit organizations, however, did expressed disagreement with the specific recommendation to not place additional restrictions on underground parking structures. Member reactions recorded at the final meeting are included in the *Summary of Feedback on Business Case Analysis Results and Policy Recommendations* (**Appendix III**).

Following the meeting, the City created a focus group member survey to gather additional detail on member agreement with the policy recommendation. The results of this survey validated the feedback that staff heard during the last stakeholder focus group meeting. A summary of focus group member responses by survey question is included below:

Question	Summary of Focus Group Response
<b>How well does the policy recommendation meet the three project goals?</b>	Mixed responses—but all agree that policy met the stated goals; 2 felt that the recommendation meets some goals to a greater degree than others
<b>Level of agreement with the policy recommendations as a whole</b>	All agree with the recommendation—with one stakeholder expressing slightly less agreement than the others
<b>Level of agreement with following Minimum Requirement 5, as written</b>	Unanimous agreement
<b>Level of agreement with maintaining infiltration incentives</b>	All agree with the recommendation—with one stakeholder expressing slightly less agreement than the other
<b>Level of agreement with maintaining the regional facility program</b>	Unanimous agreement
<b>Level of agreement for no additional requirements on the footprints of underground parking structures</b>	Spilt responses—three stakeholders expressed agreement this recommendation, two expressed disagreement with this specific recommendation

## Focus Group's Feedback on the Stakeholder Process

The focus group member survey also provided members with the opportunity to reflect on the overall process and share feedback. Responses highlighted the following key themes, in no particular order:

- 1. The focus group process fostered great discussions and helped to strengthen relationships.**
- 2. The focus group process was very transparent, extensive, and well-organized.**
- 3. Provided content was strong, comprehensive, and robust.** Two members noted that content was sometimes too in-depth and could be made more approachable in the future. One member stressed the importance of sharing materials well in advance of meetings.
- 4. Invitations for future focus groups could be extended to a wider group of stakeholders,** and ensure local voices are well represented.
- 5. Future focus group processes could be shorter and focused at a higher level.** Two members felt that this could be a strategy for potentially improving participation and process accessibility.